



Draft Concepts

Below are draft concepts – not representing a formal position of the Governor’s Task Force on the Outdoors or endorsement by any individual member – focused on the group’s purpose to: “...recommend policies, legislation and initiatives to support economic development in both rural and urban areas, balance improved outdoor recreation access with resource protection, and increase outdoor recreation participation, especially among youth and traditionally underserved communities.”

9.26.19 Update: Items under participation and economy goals in **bold** are new. All items under the topic area access / resource protection, and the section titled “Initiatives” are new since the August Baker City meeting.

Goal: Support economic development in both rural and urban areas

Invest in Capacity and Technical Assistance

1. Recreation Industry Incubation and Acceleration Grants – the concept is to provide funding to support Oregon's outdoor manufacturing sector through matching grants to membership organizations and business accelerators for the purpose of capacity building and technical assistance. A lack of resources and access to capital leads to promising companies regularly dying on the vine. By establishing a matching grant program to support mentoring and capacity for young companies, the proposed program would help Oregon companies to grow in place and entice out-of-state companies to relocate to Oregon. The concept was introduced as legislation in the 2019 Legislative Session as HB 3251, passing out of the Committee of origin on a unanimous, bi-partisan vote. If existing programs do not meet the identified need, bring a new version of legislation forward with agency and/or Governor’s support that includes identified matching funds after consultation with stakeholders.
2. Community Catalyst / Regional Coordinators / Outreach Specialists. Regardless of name, there is an identified need by agencies, elected officials, businesses and community organizations for additional capacity building and technical assistance at the local level. Serving a geographic area, but not a specific land manager or recreation type, these positions could be housed in a number of agencies, jointly, or in an academic institution. Additional work is needed to scope exact duties, and propose a pilot location.



- a. One concept that could be advanced is the idea of “recreation zone management” which recognizes that community livability and economy are linked to the surrounding landscape, and people seek out places and experiences, not a specific land manager and shapes management decisions, marketing, and funding accordingly.
3. Outdoor Recreation Entrepreneur Navigators. Have regional point-people in various parts of the state that can walk an entrepreneur in this realm through the various local, state, and federal processes and opportunities for support. Think of this model as similar to Regional Solutions – a hub and spoke of coordinator and aligned agencies – but hyper focused on the outdoors. Possible agencies involved include DLCD, DEQ, Business Oregon, Travel Oregon, OSMB, ODFW and OREC/OPRD.
4. Building on Rural Tourism Studios – Travel Oregon's Rural Tourism Studios identified communities willing to support and embrace tourism as a part of their economy. Propose building on that work to both promote the use of the studios to new communities but also financially implement plans, especially those that are more supportive of outdoor recreation (and add bonus points for welcoming new people to the outdoors). Could be either building new infrastructure or helping mitigate areas where resources are overtaxed. An assessment could be done across all rural studio plans and criteria developed to help prioritize plans and action items that best meet the goals of the Office of Outdoor Recreation, then work with various state agencies (e.g. OPRD, ODOT, etc.) to help prioritize and fund projects.
5. **Fund Outdoor economy related non-profits – Similar to how other industries such as Technology or Clean Energy have statewide organizations that help to promote, educate, and connect their respective industries, Oregon needs this for the athletic and outdoor industry. Rather than being housed in parks and rec, OREC could become a membership-based organization with funding allocated from the state for the first x amount of years. An organization like this would also be good for attracting businesses and talent to Oregon. Currently, OOA is attempting to do this, but they have limited funding and a lack of statewide leadership. The organization could lead a number of coordinated efforts around access, recreation, and diverse hiring utilizing the leadership of participating brands. A statewide organization could partner with local efforts (i.e. Portland A&O) to advance regional participation and membership.**



Build the Oregon Brand

6. Develop a statewide directory of outdoor recreation related businesses and non-profit organizations to aid in outreach and networking. This project aligns with needs from OSU Outdoor Recreation Economy Initiative, Regional Solutions, Travel Oregon, Oregon Outdoor Alliance and direct stakeholder input. See PDX Athletic & Outdoor Ecosystem ecosystem.aoportland.com as inspiration.
 - a. This project can also serve a need for a shared services network for small and medium sized companies.
7. With Business Oregon, develop outreach materials targeted to Outdoor Gear and Apparel businesses that provide an overview of the types of funding and technical assistance tools available from the agency. While most, if not all, of these tools are available to a variety of sectors, specific materials may help increase utilization by this target sector.
8. Create outdoor sector work groups to both flesh out and narrow down ideas for how to grow this industry. Suggestions for topics include Team Oregon approach, domestic sales and tradeshow assistance, innovation funding, and support for technical assistance and capacity building.
9. Establish a statewide brand and marketing strategy for the outdoor industry.
10. Coordinate a "Day of Action" coinciding with Oregon Outdoor Recreation Day, and collaborate with industry and community organizations from across the state – activities should focus on engagement, awareness building, and giving back.
11. ***"Equal Pay for Equal Play" – Craft legislation requiring recreation events permitted by the state to pay out equal prize money across genders. Pay equity would be condition for permitting recreation events on state land.***

Address Barriers to Business Success

12. Reconvene partners to address recreational immunity and liability gaps in Oregon and propose legislative improvements. These issues are in a state of flux, and are of interest to public land managers, private land owners and facilitated recreation providers.



- a. Explore novel solutions such as extending recreational immunity to private land owners, including those who invite use but charge not more than \$15 day, \$100 year for access to their land (deliberative example).
 - b. Different solutions may be needed for recreational immunity and liability.
13. Improve Rural Internet Access - Internet access (especially wireless) is a key component to supporting the economy in rural areas, especially in the area of increased outdoor use for new participants. Need to know what is currently proposed to increase internet access in rural areas and future support for 5g networks. Note: coordinate with the Governor's new Broadband Office to understand status of statewide efforts for internet as a core infrastructure need to support economic development.
- 14. Remove barriers to Public Permitting Processes for Recreation Based Projects – A consistent statewide approach to permitting recreation-based projects would help expedite these development efforts in a cost-effective way while allowing park providers to have a better understanding of the time and effort their projects need for permitting. This would require input from park providers across the state in coordination with planning offices from each county. A concerted effort towards developing consistent state planning guidelines for recreation projects and trails would be developed and reviewed. Once implemented these would need to be monitored and recreation providers surveyed to see if the intended benefits were achieved.**

Support Sustainable Outdoor Recreation Experiences

15. Identify one signature recreation project in each of Oregon's Congressional districts through a competitive application process. Benefits of being selected as a signature project could vary to include grant support, convening, technical assistance, promotion or case study development highlighting principles of sustainable recreation use.
16. Create a comprehensive trails funding program that includes categories for signature trails, close-to-home trails, and community-based outdoor groups. This fund should be developed and pursued as part of a broader conservation and recreation fund.
17. Recreation Infrastructure Grant Program – establish a grant program to provide funding for recreational infrastructure investments to local, State, tribal, and



federal agencies for projects involving built recreational infrastructure that will provide an economic opportunity for local communities with the ability to increase visitation, boost local businesses, and/or attract and retain residents. While there are multiple grant programs supporting outdoor recreation management, most programs focus on discrete components of recreation management (e.g., the Recreational Trails Program focuses on motorized and non-motorized trail projects). Nationally, there are very few grant programs that serve as funding opportunities for broader aspects of outdoor recreation infrastructure needs, such as campgrounds, picnic areas, accessibility upgrades at existing facilities, etc.

- a. "Outdoor Infrastructure Grant" – similarly titled submitted proposal focused on the full array of recreation types
 - b. Oregon Outdoors Grant – submitted under balancing access with resource protection, includes priority on funding for operations and maintenance.
 - c. **Urban Bike Park Matching Grants - Oregon Parks and Recreation Department will establish an urban bike park matching grant program to enhance the abilities of local communities to provide for this type of recreational experience in a close-to-home setting. Funding for this program will come from Oregon's bicycle sales tax, transferring the revenue to OPRD from ODOT where it is currently held. Eligible projects must be situated within a municipalities urban growth boundary and be classified as bicycle skills facilities. Grants would require a 50% match and would award in amounts up to \$50,000 per project.**
18. Statewide Recreation Fee Board - establish a statewide board with members appointed by the Governor to review and approve all new recreation fee proposals or any changes to current recreation fees for State and Federal (US Forest Service and Bureau of Land Management) agencies. Both state and federal agencies rely on revenues from recreation fees to pay for these investments and to maintain the level of service the public desires. Demand for facilities and services continue to increase, resulting in the need to adjust fees accordingly. Agency coordination of fees, strategies, and opportunities to increase outdoor experiences is desired to ensure access and opportunity for all Oregon residents and visitors, minimize competition and confusion on the part of the public between state and federal facilities, provide access for youth to experience the outdoors, guard against cost limiting access, and to simplify access processes



19. Honor Sacred Sites - We have a chance to support indigenous rights, ceremony and economy as a pillar of our work. Engage Tribal Nations in identifying sites managed by the State and Federal government to adjust access, review economic impact and engage communities.
20. Sustainable Lands Outdoor Recreation/Tourism Experiment Station – building on the long history of success with research and experiment stations, OSU Extension could be the first in the world to develop a training, research and demonstration facility (of several thousand acres) devoted to pursuing a triple bottom line of social, environmental and economic goals through outdoor experiences. Although the name can be significant in helping gain support, the critical element is a facility whose management has the mission, resources and authority to specifically address research and demonstration of highest value visitor experiences in agricultural, forest and wildlife related activities. Other research needed includes the impact of these recreational paid experiences on the visitor knowledge, understanding and support for rural working lands. Through Extension, the facility would be able to engage university students and faculty, K-12 students, and partnerships with private industry in outdoor recreation and tourism. This would be a world's first facility of its type, but within a proven model of Experiment Stations helping landowners and communities across the country.

Cultivate Emerging Leaders and Companies

21. Strengthen investment in workforce development initiatives in the state, including ongoing support for Oregon State University's Outdoor Recreation Economy Initiative to address talent gaps and future needs for this sector.
22. Convene a working group of higher education institutions in Oregon with existing programs related to outdoor recreation to identify gaps, overlap and for shared promotion. This includes, at a minimum: SOU, EOU, OSU, UO, PSU and community colleges with outdoor recreation degrees or workforce training programs. Aligned work includes approaching the state Workforce and Talent Board to pursue designation of the outdoor industry as an official sector.
 - a. **Workforce Development Programs - Currently, there are few programs in higher education to prepare students for careers in outdoor recreation. Certainly, programs exist in natural resource management, tourism and business. However, there are few opportunities specifically tailored to development and manufacturing of outdoor products, not to mention the**



variety of other specialties needed to support a robust outdoor industry. The proposal is to work with OSU, U of O, PSU and others to develop coursework and programs to support the workforce needs of the industry. The OSU Outdoor Economy Initiative has already begun efforts to assess the workforce needs of the outdoor industry in Oregon, as well as the educational interests of potential students. Some programs have already been launched at OSU Cascades and PSU. The Governor or Legislature could provide direction to the Oregon higher education institutions to work together to develop a suite of programs that will help grow the outdoor industry and establish Oregon as a leader.

23. Create an Industry week within Oregon high schools, developed in coordination with businesses, university programs, economic development agencies and other partners.
24. Work with hiring/HR departments and executive recruitment firms to develop an inventory of current industry diversity recruitment and retention efforts and develop goals for improving local industry diversity.
25. Develop a network of organizations and information on training programs that companies can tap into to develop an inclusive culture.
26. Strategically plan for Culture Change:
 - 1) Identify the areas that make this work an imperative (access, health, community building, etc)
 - a) Provide a compelling reason for change: establishing the imperative for creating a new culture.
 - b) People must understand that this work is integral (to inclusion, to engagement, to healthy communities).
 - c) If not, the change effort will seem like another pet project/initiative.
 - d) This work needs to be meaningful to all and we have to make it something bolstered by communities across Oregon
 - 2) Redefine Competence
 - a) Leaders must lead – these folks may be working at City, State or Federal agencies, retailers, manufacturing, etc
 - b) This effort cannot rest on technical competence, develop skills for communication across difference, teamwork, partnering, feedback culture, etc

- 3) Realign the Hierarchy Based on Updated Needs
 - a) Leaders must be role models and behavioral models
 - b) Must demonstrate that the new culture is the route to individual, group (collective) success
 - c) Link leadership to performance
- 4) Develop Leaders
 - a) Skills for leading change and modeling inclusive behaviors require learning and practice and teaching
 - b) Leaders will need skilled, experienced people to support and coach them, and safe opportunities to learn and practice and teach new skills and behaviors
- 5) Build a Core of Advocates for Change
 - a) Identify, develop and support formal and informal leaders from all levels of the organization who already hold some of the key values of the new culture (or are ready to learn them)
 - b) Support leaders developing their new competencies through coaching, education and networking
- 6) Change the People-Systems
 - a) Root out the rules and structures that support the old culture
 - b) Remove barriers that prevent people from doing their best work
 - c) Establish new norms, values, practices and policies that support inclusion, leverage the org diversity and enable higher performance
- 7) Build on the Pockets of Readiness
 - a) Don't try to fix or change people
 - b) Establish teams that see their vested interest in the new culture, equip them with the skills and resources they need to work together, and let them prove that change works.
 - c) Others will want to emulate their success standards



Goal: Balance improved outdoor recreation access with resource protection

Strengthen Ongoing Coordination

27. Charter an interagency group to review recreational statutes, policies, fee structures, and grant/donation programs related to outdoor recreation.
 - a. As an example of something a group like this could review and propose legislation to resolve the issue of Use of ATV on BLM and Forest Service lands are in consistent with State direction and policy. MVUM use the term "vehicle license" and other outdated terminology. Vehicles are registered and people are licensed. In correct use of the words causes enforcement issues. ATV are allowed on designated, but will never be allowed on "all". There is also an impact on BLM Backcountry Routes.
28. State agencies whose work relates to outdoor recreation should pursue joint budgeting that flows from joint strategic direction. Often there is competition amongst agencies for limited resources rather than alignment, resulting in fractured management. This is not in the best interest of the public or the resources. The task force plan is a start, but this needs to be an ongoing effort.
29. Establishment of an Outdoor Recreation Regional Solutions Team to be housed within the existing Office of Outdoor Recreation. This team would initially consist of three FTEs assigned to areas roughly spatially defined as the Coast, Valley and Eastern Oregon and would work to support the efforts of the Office Director. A major focus of this team work would be catalyzing, convening and facilitating stakeholder processes in those regions to help provide greater access to the outdoors and support to entities working in that arena. This team would be funded by Transient Lodging Taxes currently collected as a result of overnight stays within Oregon State Parks campgrounds and facilities. Efficacy of the impact of this proposal would be established by work plans and goals from within the Office of Outdoor Recreation.

Sticks, Carrots + Magic Wands

30. Create a state water trails program. Review state regional and scenic trails programs to see if they are meeting objectives (currently low awareness, few distinct benefits that come with designation). Tier relevant grant scoring to incentivize designation in either program.

31. Explore and propose additional policy change needed for state agency recreation providers to adopt additional flexible fee/differential pricing structures. In areas with high visitation or impacts (to the environment, as well as quality of the recreational experience) consider utilizing differential for parking, passes and other associated fees that are tied time or day of the week as well as resident/non-resident pricing differences. Overall, pricing policy can support conservation and management of area and regulate the volume of visitors to maintain a high-quality experience, and provide incentives for local residents.
32. Forest Land Transfer Authority – The proposal is to create authority through which ODF can identify parcels that have limited revenue generating capacity or have high conservation or recreation values, and then transfer ownership to another agency or tribe, or retain ODF ownership but with management authorities other than those prescribed in ORS 530.050. Revenue to the appropriate county would be retained through investment of funds from the transfer (sale) of the property. Use of this authority would result in increased recreation opportunities, thus contributing to disbursement of recreation activities and reduction of impacts on over-used areas.

This concept was introduced in the 2019 Legislative Session as SB 893. Multiple conversations were held with ODF to consider and incorporate their interests. The effectiveness of the effort could be assessed pre-passage through an initial determination of parcels known to have high recreation and conservation value. Assessing post-passage effectiveness would involve review of the parcels proposed for transfer. Parcels identified for potential transfer could be evaluated, in part, based on the population most likely to make use of the resultant recreation opportunities. For example, ODF manages land in Washington County, the most diverse county in the state. Priority consideration could be given to parcels in such counties.

Embrace an “All Lands” Approach

33. Conduct a statewide analysis of carrying capacity, supply and demand for recreation across all lands, first as an agency tool to understand disbursed setting use and needs, then public facing for recreational opportunities (also to include reservations, permits, restrictions and hazards) searchable by location and recreation type.



34. Identify the currently inaccessible public lands in the state of Oregon - regardless of land manager - and develop a comprehensive strategy for how to proceed including easement, purchase, land swaps or other mechanisms. Work with partner organizations to identify areas of significance from a habitat standpoint, as well as special recreation values.
- a. Secure access to isolated public lands – Expand access to public lands by securing access through adjacent private lands. Throughout Oregon, blocks of public land are fully surrounded by private property. Without assured public access, these tracts are essentially unavailable for recreational activities. Various strategies have been implemented with varying degrees of success including securing easements and cooperative agreements with willing landowners to allow the public to cross private property to reach adjacent public lands. As an example, since its inception in 1993, ODFW's Access and Habitat program, funded in part by a surcharge on hunting licenses, has secured hunting access to over 8-million acres. Some of this acreage was achieved by securing access through private lands to adjacent public lands. Statute changes may be required to provide incentives to willing landowners.
35. Explore Good Neighbor Authority and Shared Stewardship with USFS and ODF relating to state cooperative management of recreation on federal public lands. Recreation demands on state-owned lands are increasing and more than half of Oregon is federally managed, these agreements may give us tools to be a strong management partner while at the same time potentially relieving impacts to existing state facilities.
36. Incentivize private forest landowners providing recreational access, either through or on their land, by reducing tax rate on harvest receipts. Consideration should be given especially to those landowners who provided access to a variety of recreation types, leases of longer duration, and parcels that provide access to previously inaccessible public land.
37. OPRD should be directed to create and conduct an inventory of every viable public space (federally owned, state owned, county owned and city owned) available for outdoor recreation. It is my understanding that federal agencies have their portion, and that OPRD has its portion but I do not believe there is a comprehensive inventory that combines those respective entities with remaining spaces not under their control. I believe these spaces need to be included in order for the Office of Outdoor Recreation to properly perform its mission and they constitute a significant portion of the spaces available to

people. At the time this inventory is being assembled, OPRD should further be charged with assessing the maximum viable usage capacity that any particular space can sustain on an ongoing basis without permanent degradation. An annual economic value should be then assigned to that space and an estimate of how that value is realized by any particular agency or government unit on an ongoing basis. Finally, an estimate should be made of projected annual usage on a rolling ten-year basis. Lastly, I believe the task force needs to recommend that Oregon adopt a statewide fee structure for every space available in the form of a single annual pass for admission to any of the lands under the inventory above and create a revenue sharing model in order to disburse funds appropriately for maintenance and repair of spaces.

38. Pilot Recreation Zone Management – a proposal to manage recreation from a 50,000-foot level across agency jurisdictions, with a community as the hub. Issues and objectives are addressed by recreation type, with zone management essentially serving as the overall framework for individual land managers.
39. According to Teddy Roosevelt Conservation Project and on there are currently 47,000 acres of inaccessible public land in Oregon. As part of other asset mapping, Oregon should develop a better understanding of where these parcels are, why public access is currently blocked, the resource and recreation values in these areas and a plan for creating access if appropriate. This would require a partnership between land and resource managers, private landowners, Tribal and local governments, and conservation groups among others. Look to MT-Plan and the public access specialist position in Montana as one example of a state pursuing creative solutions to increase public access to public land.
40. Disperse recreational use – Identify areas where additional recreational opportunities are available and/or existing facilities exists. Invest and/or upgrade facilities and any infrastructure to accommodate additional use. Any promotion of new opportunities should include messaging to encourage stewardship and responsible use.

Support a Culture of Responsible Recreation

41. Support the development and adoption of Travel Oregon's "Plan, Care, Connect" Responsible Recreation Toolkit by tourism agencies, recreation providers and land managers statewide. Additional funding may be needed to continue this effort into the future, and should include consideration of effectiveness.



42. Introduce legislation to support funding for search and rescue (SAR) in the state. S 448 – a 2019 bill which would have created a voluntary SAR donation fund – had broad support among the stakeholder community and offers a solid starting point, though some legislators and stakeholders encouraged being more aggressive due to the anticipated financial gap that may still exist.

- a. Increasing funding for Search and Rescue programs, administered at the county level, will help to alleviate the financial impacts resulting from increased recreation. By acknowledging and funding county needs associated with outdoor recreation, we can help to eliminate resistance to expanded access and visitation. Several partners, including OREC and Oregon Outdoors, worked to advance a bill in the 2019 Legislative session aimed at increasing funding for SAR (SB 448). The bill focused on the creation of a voluntary SAR card with the proceeds deposited in a SAR Fund for use by county sheriff offices. The bill passed out of Committee on a unanimous 5-0 vote, but did not clear Ways and Means before the end of session.
- b. Card could be produced and advertised in partnership with OPRD, USFS, Travel Oregon etc. and have an individual / family cost. For example, Utah has \$25 / individual; \$35 / family; \$100 / 5 years. The card could be sold at retail establishments, state agencies, and promoted by Travel Oregon, Oregon Restaurant & Lodging Association, non-profits, etc. Funding could be collected by OEM and then provided to county SAR departments through an application / reimbursement process.

Take Care of What We Have

43. Create an Oregon Outdoor Trust, housed within the Oregon Community Foundation, to accept tax-deductible donations from individuals and corporations. Structure the financing analogous to the Oregon Cultural Trust, or consider matching donations 1-1 from another source.
44. Extend Oregon Conservation Easement tax credit program to include private lands made available for public recreational use. Provide similar benefit through reduced timber harvest receipt tax to private forest landowners providing recreational access, with particular consideration for landowners that grant access to previously inaccessible public land, areas of special recreation significance, or for longer durations.



45. Oregon Outdoors Grant - Grant funds to support operations and maintenance of outdoor recreation facilities on all Oregon public lands. Providing safe and well-maintained outdoor recreation facilities should be a top priority. Current grant programs support development of facilities. None support maintenance and operations. Clean, safe and well-maintained facilities will increase participation, protect resources and allow agencies to stretch their budgets to continue to provide quality outdoor recreation opportunities.
46. Dedicated Funding for Conservation and Trails - Oregon requires a significant, dedicated funding source for conservation and outdoor recreation. OREC should identify and propose a mechanism to establish a fund of \$100M+ that is backed by constitutional amendment without a sunset. A dedicated funding source would provide a portion of funds to land conservation and a portion to local recreation projects. A constitutional amendment ensures the reliability and longevity of funding. Including a sunset law and a provision not to supplant existing funding would be important for efficacy of the funding source.

Fund Conservation Work that Works

47. Support the implementation of an anti-poaching initiative. Poaching can have a significant impact on fish and wildlife which, in turn, can affect recreational opportunities. The initiative is being developed by Oregon Department of Fish and Wildlife in conjunction with Oregon State Police, Department of Justice, and other organizations. The 2019 legislature authorized general fund for development and implementation of the effort, which will include earned and paid outreach, and increased enforcement and prosecution of fish and wildlife violations. Taken together, these efforts will deter poaching and the unlawful take of fish and wildlife (regardless of whether the species are hunted or fished). Action: \$3.8m general fund was authorized for the 2019-2021 biennium, legislature would need to appropriate additional funding for the work to continue.
48. Support Implementation of the Oregon Conservation Strategy. The Oregon Conservation Strategy is an overarching state strategy for conserving fish and wildlife. It provides a menu of recommended voluntary actions and tools for all Oregonians can use to maintain healthy fish and wildlife populations, maintain and restore functioning habitats, and prevent or reverse declines of at-risk species. Although the Oregon Department of Fish and Wildlife is the state agency primarily responsible for ensuring sustainable populations of fish and wildlife, success will require active support and participation by a wide variety of



partners, including agencies, tribes, organizations, businesses, landowners and others. Action: Adequate funding and staff resources are needed to effectively implement the Oregon Conservation Strategy. The Oregon Conservation and Recreation Fund is a start.

49. Oregon Conservation and Recreation Fund - motivate outdoor recreation industry and Oregon's recreation community to invest in the Oregon Conservation & Recreation Fund. The Fund is a new opportunity for Oregonians to donate to implementation of the Oregon Conservation Strategy and the creation of new programs for connecting Oregonians to the outdoors through wildlife-associated recreation such as wildlife watching. Donations will be matched with general fund dollars up to \$1 million, allowing private donations to have double the impact. Action: support for ODFW's work raising and distributing funds, OREC ex-officio role on committee, and a potential legislative ask in 2021.
50. Consider habitat/stewardship impacts of recreation projects – Develop a consistent process to ensure potential impacts on fish, wildlife, habitat and other natural resources are considered before funding is provided for new or enhanced infrastructure. There have been instances of plans for potential projects advancing and organizations/agencies securing grant funding or financial commitments before potential impacts are considered. Waiting to address these impacts until late in the process may results in delays, significant revisions of the project or adverse impact on habitat and fish and wildlife. Implementation of this process may require additional coordination between project proponents and government agencies. This coordination may be above and beyond what is currently required in statute.



Goal: Increase outdoor participation, especially among youth and traditionally underserved communities

Elevate partner organizations in Oregon leading this work

51. Consider technical changes to SB 588 “Outdoor Therapy Grant Program” and SB 589 “Outdoor Education and Recreation Grant Program” from 2019 to address any concerns and identify funding mechanisms. Task force could advance these as formal recommendations.
52. Review, and as needed, revise all existing state outdoor recreation grant programs to prioritize projects or investments that will move us toward the goal of increasing participation among youth and traditionally underserved communities. Utilize SCORP data and Parkland mapping database to inform decisions on recreation demographics, trends, and demands.
53. Simplify the process by which volunteers who lead community outdoor recreation programs, work in parks, or do stewardship work are rewarded with complimentary passes and other incentives for their civic engagement.
54. Provide certain campsites, group facilities, and other state managed recreation venues available for free or on a priority basis to community organizations serving youth and traditionally underserved communities. Pursue corporate sponsorship, or minor fee changes needed to make this effort revenue-neutral across the state park system.

OPRD has picked this up as a pilot project for summer 2020

55. Create a suite of complimentary grant programs managed to the four pillars of the Confluence Accords – conservation and stewardship, education and workforce training, economic development, public health and wellness.
 - a. Alternately, focus on - Equity, OutdoorsRx, Oregon Trail Fund.
56. Engage 4H, FFA, Rodeo – support and engage programs like 4H’s healthy living: FFA and Rodeo as ways of engaging youth in connection to the increasingly diverse and greater outdoor community. This ensures that outdoor recreation supports and engages youth working and playing in the outdoors.



These outdoor activities improve health and connect people to the land in important ways.

Parks to people + people to parks

57. Oregon should adopt a formal statewide goal that a local park, trail or natural open space area is available within a 10-minute walk of all residents. The state can also consider setting official standards for open space or park-area per resident, as some individual communities have already done and adopt that into Oregon's land use planning statutes. A shared policy would serve to prioritize funding to areas without access to a quality destination, resulting in increased investments in underserved communities. The SCORP estimates that XX% of Oregonians are already within a 10-minute walk, so this poses an achievable goal, requiring state agencies to work together with common priorities. When the SCORP is again updated in 2024, progress towards the goal of 100% access will be measured. This project would also advance local and statewide Vision Zero efforts by considering safe pathways for people walking and biking to these outdoor destinations.
58. Task Force to develop and recommend additional funding for non-motorized trail development and major rehabilitation with Urban Growth Boundaries and ongoing non-motorized trail maintenance and major rehabilitation in dispersed settings outside UGBs (SCORP pg. 200).
59. Expand free pass programs, such as the OSU Outdoor School / OPRD Get Out There Together Program or consider making entry to all state parks free for youth aged 17 and under.
 - a. At a minimum, make reciprocal arrangement to Every Kid Outdoors pass which provides 4th graders a free pass for federal public lands.
60. Evaluate all public parks/lands/facilities for accessibility, prioritize needs, and launch (and fund) plan to upgrade facilities to ensure equitable access for all. Better publicize current accessibility of sites and progress of upgrades.
61. Continue funding for statewide Outdoor School Program.
62. Recommendations to improve transportation to outdoor recreation:
 - a. Recreation based "Uber" - Create/support a network of transportation specifically geared to help people access trails/lakes/etc. Creation of a specific

app, similar to uber, where drivers/providers had enough familiarity with the outdoor venues in the region to get people to them would remove a huge obstacle detracting people from exploring rural communities.

- b. Develop case studies of existing and emerging programs that provide public transportation to trailheads and other recreation sites. These could serve as tools, ideally with additional technical support available, for local communities looking to build out their own programs or potential small business opportunities.
- c. **Close-in transportation – Increase access in the urban fringe by cooperating with regional transportation systems to adjust routes and times, and accommodate extra recreational equipment. Provide statewide grants to youth service organizations to a) fund transportation to parks and b) hire guides. Partner with local government and groups that have public transportation or vehicles such as City of Silverton, senior centers and local non-profits and/or seek partners to sponsor transportation for local entities. Refine and distribute toolkit to park managers through existing Travel Oregon initiative. Measure by mass transit traffic at parks.**

63. Create an Oregon Conservation and Restoration Corps. This proposal would create a program consisting of a two-year paid vocational internship wherein participants (age 18-25) would combine natural resource management training with hands-on restoration work at locations designated as high-need for restoration, conservation or recreation infrastructure improvements. A subsequent goal of this program would be to set up participants with the modern skills and experiences necessary to have a career in the natural resource and/or recreation management field. Participants would spend 8 months working on infrastructure projects and 4 months each year engaged in classroom curriculum designed around the needs of recreation/land management professionals.

64. Signature Mountain Bike Trail System Development. This proposal would seek to create a 50 mile, world-class mountain bike trail system in the Tillamook State Forest. The proposed trail system would seek to incorporate modern, bike optimized design principles and standards, providing quality trail experiences for beginning, intermediate and advanced riders. Sustainability, from both an environmental and visitor use perspective would be incorporated into trail design and development, lightening the impact on the landscape as compared to existing trails. Along with the trails themselves, multiple adequate trailheads would be developed, along with festival/event space that would serve as an anchor for mountain biking and



running community events. This trail system would serve the greater Portland Metro area and also draw visitors from around the state and country. Currently, this type of trail system does not exist in Oregon. The proposed system would also provide an economic stimulus to gateway communities such as Hillsboro and Forest Grove with an estimated 150,00 riders per year using the system.

Diversify leadership and decision-making

65. State agencies should establish internal policies to ensure that recipients of funding (such as local or tribal governments, and non-profit organizations) are making strides to improve engagement with and access by diverse populations.
66. Identify and designate public liaisons of diverse backgrounds to facilitate input from diverse populations during planning and decision-making processes related to management of outdoor recreation in Oregon.
67. Recommend that the Governor establish a standard for inclusion of people of diverse backgrounds and abilities on agency advisory or stakeholder committees that relate to public land and water management, rule making, research and grant-making. Agencies will apply this new standard making nominations and recommendations.
68. Fund strategic plan and timeline for translation of state outdoor recreation information, such as trail head signs, publications, safety information, guides and websites.
 - a. **Expand outreach and education in multiple languages to underserved communities with and invitation to use parks for cultural events; recreation providers should consider sponsoring events. Conduct outreach through established members of the community.**
69. Require robust EDI training program for state outdoor recreation professionals.
70. Apply learnings from OPRD's current Engage-Relate-Adapt internal work, and similar efforts in Task Force agencies, to increase support for Employee Resource Groups for marginalized communities.
71. Committee for Diversity, Equity and Inclusion in the Outdoors - by empowering a committee dedicated to DEI, the Oregon Office of Outdoor Recreation will



create and adopt policies based on a foundation of diversity and inclusion. The Committee would be responsible for a broad developing a broad agenda, including: 1) an equity grant program; 2) strategies for more paid internships/fellowships in conservation and recreation; 3) marketing and awareness campaign of diversity in outdoor recreation; and 4) storytelling efforts that share the historical background of outdoor spaces.

72. EDI Transition Plan for Gov Agencies – Government agencies are far behind the general population (and even the private sector) when it comes to hiring/retaining underrepresented communities (POC, disability, LGBTQ, etc.). For many of these agencies, simply encouraging them to hire more diversely isn't enough, there needs to be internal capacity building before non-majority employees can feel supported and meaningfully contribute long-term. A transition plan could provide a blueprint for agencies to undertake from learning about their own agency's historical practices that have contributed to this inequity, internal capacity building, and eventually supporting new hires and leadership transfers to other groups. Start this work within OPRD/OREC, but could apply to all state agencies.

Modernize information

- 73. Explore policy change necessary to make outdoor preschools (existing or new) eligible participants in Oregon Prekindergarten or Preschool Promise programs in the state to give low-income families more choices. Are curriculum, insurance, permits or licensure other issues preventing expansion of these offerings?
- 74. Add Oregon parks to the national ParksRx database to make it simpler for health care providers to prescribe time outdoors, and allow Oregonians to find parks close to where they live. Utilize Parkland mapping database as starting point, and health benefits data in SCORP to raise profile of benefits of time spent outdoors.
- 75. Oregon Outdoor Pass: Combine Oregon State Parks Pass, Sno-Park Pass, ODFW Parking Permit into a single annual pass and pursue agreement with USFS to include the NW Forest Pass as well. This will require collaboration amongst agencies to set pricing, administration and revenue sharing that would require legislation to move. An interagency workgroup, such as the Oregon Outdoor Council proposed elsewhere in this document could be an appropriate group to carry out initial analysis.

- a. **Include funding for mitigation in universal recreation pass concept and/or any new grant fund for recreation infrastructure – Trails, roads, campgrounds and other recreational facilities can impact habitat and fish and wildlife. Identifying, monitoring and addressing any potential impacts requires planning, staffing and resources. This could include habitat assessment, restoration, species monitoring, management of invasive species, additional enforcement, etc. If a universal recreation pass is implemented, a portion of the fee should be dedicated to mitigation efforts. An alternative would be to include mitigation funding in any grants, awards or other funding provided for new or enhanced recreational facilities.**
- 76. **Develop an online directory of available state recreation grants; partner with federal agencies and other state offices to create a similar site with federal opportunities. Staff at OPRD available to provide technical assistance to communities and non-profit organizations pursuing funding**
- 77. **Develop statewide framework and funding for K-12 Outdoor education learning (build upon Oregon Environmental Literacy Plan, Oregon Natural Resources Education Program, Academic Standards, and Outdoor School).**

Welcoming Spaces

- 78. **Training for law enforcement – White Supremacy groups are more active and present, and use public outdoor spaces. Could the office of outdoor rec influence or provide training to resource personnel on common identifiers for white supremacy groups (symbols, etc), and ways to intervene or increase the safety of their targets (people of color, etc). This could be an online or in person training. Outcomes could be measured by surveying park personnel on their confidence to recognize and respond to white supremacy groups, or from users on how much they trust park personnel.**
- 79. **Develop and publish a State of Oregon Universal Design Best Practice Guide; Invest in ADA audit of state park facilities, with technical assistance or matching grants available for local parks providers to do similar work, and make improvements. American Society of Landscape Architects 2019 Universal Design Guide, and its associated principles, could serve this purpose with potential adaptation to Oregon.**
 - a. **Include universal access by design during initial and subsequent updates to park facilities and programs. Hire consultants that represent various minority**

and diverse businesses during design phases. Include various modes of communicating and offering our scenic beauty to the public, such as immersive video, imagery, interpretive videos, interpretive panels with audio & braille (radio button at sites and/or headsets w/radio offering interpretation in multiple languages as other institution provide visitors, i.e., Library of Congress or Alcatraz). Within OPRD, create access plan for all state park investments. Make model available to other agencies. Take existing access plans already in use by other jurisdictions and pool them as examples.

80. Develop plan with local tribes for land acknowledgement and history at all public parks, lands, facilities (signage and history) and establish task force to evaluate existing information for bias or erasure; provide guidelines for local agencies to do similar work.
81. Develop plan and target dates for gender neutral restrooms in state facilities (and provide guidelines for local agencies).



"Initiatives"

While not policy or legislative concepts, the following are priority areas where OREC can lead or convene important work that relates to the goals of the Governor's Task Force on the Outdoors. Additional work will be needed to determine how these recommendations tier to goal(s), as well as additional resources required to complete them. In most cases this work will not require policy change; ultimately, some recommendations from the sections above may be better termed "initiatives" as well.

82. Develop a simplified toolkit related to the special use permitting process. Processes vary at the state and federal level, and across different resource managers which can be a barrier to the success of recreation providers. This is especially true for smaller or new programs whether for-profit or non-profit. Pursue this work in collaboration with Travel Oregon who have conducted past outreach and training workshops on this topic.
83. Ready, Set, Shovel – a guide for recreation groups to partner on a project from idea to implementation. This would be an agency-developed toolkit to help trails advocates in particular to navigate the planning, resource, funding, use and maintenance considerations that land managers follow for recreational infrastructure projects (new construction as well as operations and maintenance).
84. Maintain a list of federal outdoor recreation-related federal legislation of interest – including Recreation Not Red Tape (RNR), Restore our Parks, Simplifying Outdoor Access for Recreation Act (SOAR), Ski Area Fee Retention Act, Transit to Trails Act, potential land and water designation, for funding programs such LWCF, RTP, and agency appropriations – and determine through the Governor's Office what opportunities there might be for Oregon, and as collection of the Confluence States (those with Offices of Outdoor Recreation) to engage formally. This may be most effective if done on an annual basis as part of the state's formal federal priority setting, with statewide efforts to engage on recreation legislation led by OREC.
 - a. RNR, SOAR, LWCF and Restore our Parks are examples flagged by Travel Oregon for potential engagement.
85. Scope what a natural resource bond could look like in Oregon - to fund capital projects for outdoor recreation (new signature projects, local community



projects, maintenance for existing facilities and infrastructure) and consider the appropriateness of combining with other high priority natural resource needs such as wildfire/forest health work.

86. With partners, host Oregon Outdoor Recreation Summit annually (September/October 2020 as the next iteration). Integrate awards programs for leading community groups, business leadership, innovative projects and youth ambassador. Explore combining with the existing Oregon Trails Summit to avoid duplication of efforts.
87. Review current OPRD internal team/division structure with respect to state parks operations versus external-facing functions and propose improvements that meet statewide planning and technical assistance goals. Examples of OPRD's recreation purview beyond state park boundaries include: Ocean Shores; Scenic Bikeways; State Scenic Waterways; Oregon Recreation Trails; Willamette River Greenway; and Grants/Assistance for Local Park and Recreation Development.
88. Develop structure for Oregon Recreation Council, a sub-cabinet level group focused on interagency coordination and planning for outdoor recreation in Oregon (ORS 390.233(3)(a)(B)). Carry forward a related proposal for a citizens advisory committee to the Office of Outdoor Recreation comprised of community group and business leaders.
89. Partner with Federal Recreation Council and other state offices through National Governor's Association Outdoor Recreation Learning Network to create a similar comprehensive resource of federal opportunities for recreation funding. Include USDA Farm Bill opportunities in this analysis and eventual tool.
90. Explore the needs for local community technical assistance on topics such as funding, project development and stakeholder convening for outdoor recreation priorities. Partner with the Association of Oregon Counties and Oregon State University Extension on the needs assessment, and a broader group of stakeholders on a proposal for funding and staffing such work. The desire for this so of impartial local support came out as a top priority during regional stakeholder meetings with Travel Oregon staff in 2019.
91. In collaboration with Oregon Recreational Trails Advisory Council, review and propose improvements to the current state scenic and regional trails program. Related work could explore the need, potential benefits and drawbacks of an



official state water trail designation process. Reference both "Oregon Trails 2005-2014: Water Trails Plan" and "Oregon Trails 2016: A Vision for the Future" in this work.

92. Invest staff time in two projects related to elevating public awareness and utilization of the health benefits of time spent outdoors. First, develop county fact sheets for Cost of Illness Savings outlined in the current SCORP. Second, add Parkland Mapping database to the ParksRx America database so it is simpler for providers in Oregon to prescribe time in nature. Once the background work is done, partner with Oregon Health Authority community partners to develop a campaign around OutdoorsRx.
93. With a subcommittee of the Task Force on the Outdoors and OPRD research staff support, develop a funding needs assessment (building on, broader than non-motorized trails assessment) to include cost of task for recommendations. This should include work on guiding principles as well – who pays? Who benefits? How do you ensure stable administration? What is the feasibility, and who is the decision-making entity? Etc...
94. Develop, measure and report out on the effectiveness of various OPRD outreach programs, including Get Out There Together (state park passes for Outdoor School students), Let's Go program (staff-run introductory experiences) and new pilots under development that would provide overnight accommodations to community-based organizations at a free or reduced rate.
95. Support other events that help unify the outdoor sector in Oregon (Red Truck, Built, Outdoor City USA etc...) as a speaker, sponsor, attendee etc... Engage on certain national conferences as well NGA, tradeshow, etc...
96. Develop an Oregon-branded presence for 2020 Outdoor Retailer tradeshow and utilize the STEP grant process to help small-medium sized companies exhibit. Partners to include Built Oregon, Business Oregon, Travel Oregon and regional tourism/business development entities.
97. Evolve OREC communications platforms to meet legislative direction that the Office of Outdoor Recreation "Serve as a clearinghouse and information center for outdoor recreation stakeholders" as outlined in ORS 390.233(3)(d). Several other internal initiatives would support this directive, as would communications support for a revamped web presence, regular newsletter, community/stakeholder spotlights and social media.

98. Conduct industry surveys and outreach work to better understand Oregon's value proposition as a hub for outdoor recreation companies. What are their barriers to growth, causing companies to move here, expand or look to leave? Include outfitter and guides, outdoor gear, retail, manufacturing. OSU Outdoor Recreation Economy Initiative 2019 survey provides workforce insights but other gaps remain. Potential areas to assess: access to capital, connection between quality of life and employee attraction and retention, philanthropic activity of outdoor companies, leadership in product sustainability, growing incubator or mentorship programs (particularly outside of Bend and Portland metro area), and prototyping facility needs.
99. Research Public Lands Access Act – MT SB 341 2019 (passed) as guide; or Public Lands Access Study WY HB 305 2019 (failed); WA 1464 (passed) relating to extending liability protections to landowners with agreements in place.
100. Publish simple guides focused on increasing public engagement. How do I...hold an event at a state park? Propose a new or changed designation on OPRD-managed property? Organize a volunteer stewardship event? Get the permits I need to lead groups in the outdoors?
101. Ensure open API through new state parks campground reservation system update, and that contractor implements front end solutions to address the problem of bots booking reservations at sites before the public is able to.
102. Develop an inventory of high value public recreation sites on federal public land, and consider strategies for co-management of these facilities in the event of another government shutdown.
103. OPRD staff, with partner agency collaboration, produces analysis of the trends in outdoor recreation participation versus recreation infrastructure and conservation investment – at least across state agencies, by funding source, and to the extent practical on local and federal public land as well. Core questions: what is the proportion of private investment? Investment per citizen? Etc...
104. Support and staff a bipartisan, bicameral Outdoor Recreation Caucus.
105. Explore and propose a structure for recreation districts in the state to meet the need for coordinated management, promotion and technical assistance based on geography. See special districts (for parks, creative

industries) as potential examples to understand elements such as establishment, authority, and program effectiveness. Research would entail understanding current Oregon statutes related to local governing bodies as well.

106. With ODFW, OSMB and other state agencies pursue the development of a “single storefront” online for all recreation passes and permits in Oregon. This is a related initiative to streamlining the pass and permit structure in the state.
107. Develop internal guidance for OPRD to pursue, and perhaps prioritize, contracting projects with organizations and programs that help connect participants with diverse backgrounds to natural resource careers. One prime example of a place to start includes youth corps.
108. Modernize information – explore digital rangers, a trailhead donation option that utilizes smartphones at sites requiring fees or to accept donations.
109. Engage with the public ownership outreach process being led by the Department of State Lands and Oregon State University to help craft a recreation vision and management plan for the Elliott State Forest. Ongoing work exists to scope the potential for decoupling the forest from Common School Fund requirements. Additional direction of the future for the Elliott as a potential Research Forest managed by OSU will clarify how best to engage.
110. In collaboration with other state partners Oregon should develop a practice of engaging on federal land management planning processes – such as USFS Forest Plans and BLM Land and Resource Management Plans – related to the outdoor recreation participation, resource protection, and economic goals of the Office of Outdoor Recreation.
111. Submit policy option package for OREC to hire consultants to conduct diversity audits of outdoor spaces – partner with existing groups to develop the application process and on standards.

OPRD internal contributions, mostly but not all agency related. No changes to statute:

112. Barrier audit consultants – Develop pool of qualified consultants who can review a recreational provider’s practices and facilities for barriers to full participation, looking through both social and disability lenses. This should encompass major program areas, such as park planning/design, interpretation,



reservation processes, and staff recruitment. Create standards for a statewide directory maintained at OPRD, then allow consultants to apply. Measurement starts with inventory of barriers, then proceeds by tracking reduction over time.

113. School outreach – Send interpretive staff to schools in fall and spring to demonstrate different recreational activities. Merely scheduling. Measure attitudes and interest among students.
114. Cross-promote – Coordinate and cross-promote programming between state, federal, and local recreation agencies. Connect their separate outreach efforts to underserved communities. Implementation for regional recreation roundtables through ORPA.
115. Evolve technology across the board: increase Internet access, online advertising, interpretive and interactive apps, and allow electric assisted bikes, scooters, skateboards in addition to new ADA accessible vehicles (tracked chairs) and drones.
116. Improve social media use to promote activity and desirable behaviors. Consider developing a trusting relationship with influential community members who aren't bureaucrats.
117. Update park designs to match current use patterns, especially for larger extended families. Consider PGE's Timothy Lake Park example: their group camp project is ideal for inclusion and families. They designed their new camp with the following attributes: slightly offset the recreation as to provide access but a feeling of privacy. Inter-family focus; camping surrounds a central focus area that has a small play area, barbecue area, open space, and family gathering spot. Hold park design forum every two years to think forward in design. Measure visitor feedback and survey demographics.
118. Host cultural events at parks that have a specific target audience in mind. i.e. Latino Fest, and waive use fees.
119. Establish larger, more sustainable camping gear or bicycle lending program through concessions and other vendors. Within OPRD, create concession program standards and share results with other jurisdictions. Gather current practices from other jurisdictions across the country and share. Track user instances and revenue.



120. Expand the Governor's Campout – Take the Governor's Campout concept statewide: bring agencies together to host a play day: outdoor games like Frisbee/volleyball/ and hobbies like archery/paddling/hiking. Top with a picnic.
121. Host non-recreational events – Sponsor other events in parks (like the "In a Landscape" piano concert series) to draw people in. While there, give out camping discounts or day-use passes and invite them to return.
122. Establish a fund for elementary schools to buy curriculum with an outdoor bent (sciences, history, physical education), or use the fund to establish an organization of specialists who provide curriculum to schools.
123. A new organization could work with state/federal/local agencies, watershed groups, STEP groups, and other natural resource groups as subject matter experts. This organization could coordinate events and presenters, supplies, etc. It could eventually expand to be a resource for the older grades to continue to find ways for them to access the outdoors by including service projects and job fairs. Complicated and needs development of "measures of success."
124. Develop full-fledged town, school or corporation partnerships. Think Newport – Coast Guard City, Eugene – Track Town USA and The Dalles – Home of the Google Data Center, where each of these towns has recognized and embraced a partner as significant part of its' identity. Make the park more integral to the community, developing a deep and true partnership that reflects the genuine attitude, "We're John Day. Home of Kam Wah Chung." or "Silverton – Gateway to Silver Falls."
125. Work with social services, DMV, and other agencies to identify neighborhoods or counties where in-migration is high, and develop Welcome Wagon-style events. Measure through attendance and repeat attendance.
126. Restart a Park Ambassador program where we entrust select citizens to be out there representing (within boundaries) "their" park. Modify existing volunteer programs to be active outside boundary of system.
127. Organizational outreach – Cooperate formally and financially support nonprofits who include outdoor recreation our related service work in their mission.

128. Establish both pet-friendly and pet-free parks.
129. Review existing grant programs – Audit all outdoor recreation grant programs and enact improvements that fulfill outdoor recreation strategy as expressed through this task force, SCORP, State Trails Plan, and other guidance documents.
130. Review agency staff – Review the training and appearance of recreation agency staff from the perspective of inclusion. Do training, procedures, and uniforms too closely resemble law enforcement and authority, versus service? Examine in cooperation with organizations associated with underserved communities and propose changes that match the outdoor recreation mission more closely.
131. Train land managers on ecology – Train all field park staff in basic ecological and cultural site principles and environmental literacy so they can better educate the public they serve. Integrate cultural and natural resource monitoring into standard suite of field staff duties. Provide stock approaches for measuring and mitigating resource degradation associated with new facilities or experiences. Examples: campgrounds, trails, picnic areas, bike pods, disc golf all have some common, known resource impacts. Put best practices and responses in a toolkit for managers who don't have access to resource stewards or land use planners.
132. Do natural resource condition assessments – Accelerate key natural resource inventories and condition assessments.
133. Ecological conditions standards – Set standards for measuring degradation of resources—erosion and compaction, for instance—and mitigate with before problems become critical.
134. Allow areas to rest – Implement the equivalent of crop rotation when conditions trigger the need for resource protection, and before damage becomes critical.
135. Expand state park presence in classrooms of all ages so kids gain more understanding and respect for these resources.

136. Route trails and site facilities to avoid critical plant and animal habitats, and sensitive waters and soils.
137. Joint resource-based recreation planning – Develop regional multijurisdictional strategic resource management plans.
138. Document the history and trends in natural and cultural resource conditions.
139. Custom resource plans – Create separate adaptation plans for dry- and wet-side ecosystems.
140. Provide indirect experiences – Where we want people to value an experience or resource, but access is severely limited, consider supplementing with technology like virtual experiences.
141. Create a Site Steward program to protect cultural resources. Strengthen adopt-a-[fill in the blank] programs, perhaps by melding with city and highway-based programs. Recognize park stewards with discounts and public recognition.
142. Reveal true conditions – Expose more people to accurate information about the current health of public resources.
143. Work with tribal governments to interpret and disseminate natural or cultural preservation resource stories. Add Leave No Trace or Tread Lightly-style standards to communication plans. Include cultural and natural resource information and persuasion at trailheads.
144. Start a “seed saver” program where collection of native seed is promoted, followed by a planting day.
145. Promote “Leave No Trace” recreation like photo- or Earth-caches. Work with tech providers and youth service clubs to develop list of low-touch recreation.
146. Create Mega Resource Education advocacy nonprofit – Parks with significant historic features, such as lighthouses, could work with the local schools to develop a student participation and education program. Get students directly involved in the interpretation and on-site public outreach



programs. Students would restore, maintain and preserve these special places, and tie outdoor recreation and history together. Provide students with education credits, or maybe financial voucher credits to be used toward higher education or trades school.

147. Use interpretation to form bonds with visitors – People are more likely to be good stewards of resources if they know and care about them. Interpretive programming (live, digital, mass) is one tool to establish a bond.
148. Standardize management of concessions – Provide managers with standardized ways to measure and control resource wear-and-tear caused by private businesses, such as tour companies.
149. State trails advocate – Restore state position focused on trail planning and development. Include technical and strategic expertise related to design, funding, establishment, maintenance. Set and promote sustainability standards. Partner more strongly with nonprofits and federal organizations to execute state trails plan.
150. Organizational outreach – Formally engage youth-oriented service organizations in stewardship projects. Include fund-raising and voluntourism organizations to offset the cost of participation. Contract with youth programs like the Oregon Youth Conservation Corps, Mt. Adams Institute, NW Youth Corps, Access Fund, and AmeriCorps to simultaneously perform service projects and engage youth in natural resource conservation. Work productivity is lower than dedicated professional and inmate crews, but the outcome is more than the service project because it includes an educational component. Expand to include groups that serve youth with disabilities.